

ATTACHMENT TO
Solicitation For Personal Services Contractor - Democracy & Governance Advisor
(Pending approval and funding from the MCC)

- 1 SOLICITATION NUMBER: **696-S-08-005-00**
- 2 ISSUANCE DATE: **February 4, 2008**
- 3 CLOSING DATE/TIME SPECIFIED
FOR RECEIPT OF APPLICATIONS: **March 3, 2008 at 17.00 (Kigali Time)**
- 4 POSITION TITLE: Democracy & Governance Advisor, USAID/Rwanda
- 5 MARKET VALUE: The position is classified at the equivalent of a GS-13, with salary ranging from US\$66,951.00 to US\$87,039.00 per annum. Final compensation will be based on the individual's salary and work history, experience, and educational background.
- 6 PERIOD OF PERFORMANCE: Two years with an option to renew, depending on the continuing need of the position and availability of funds.
- 7 PLACE OF PERFORMANCE: Kigali, Rwanda
8. SECURITY ACCESS: Secret (U.S. Citizens only)
9. AREA OF CONSIDERATION: U.S. Citizens; Third Country Nationals
10. SELECTION CRITERIA: Grading will be done on a 100-point scale: Education (15%), Professional Experience (35%), Knowledge (15%), Technical Skills (20%), Communication Skills (15%).
11. POSITION DESCRIPTION: (See below)

I. INTRODUCTION

The USAID Mission for Rwanda manages the overall U.S. assistance program for Rwanda. This program provides support in the areas of public health and HIV/AIDS, rural economic growth and agricultural development, food security, and democracy, governance and reconciliation.

USAID/Rwanda's Democracy and Governance Strategic Objective (SO 5): "Improved Governance through Increased Citizen Participation" is designed to foster and reinforce democratic institutions and practices, and improve governance at the local and national levels through an informed and more participatory Rwandan population. The Democracy and Governance Strategic Objective includes three intermediate results:

- IR 1: Reinforced capacity for implementation of decentralization policy in target districts
- IR 2: Increased government responsiveness to citizen groups at the national level
- IR 3: Enhanced opportunities for reconciliation

The governments of Rwanda and the United States are in the process of finalizing a Threshold Country Plan (TCP) for Rwanda under the Millennium Challenge Account (MCA). This two-year program of activities is designed to facilitate Rwanda's eligibility for full MCA Compact Country funding. Approval of the TCP is expected early in 2008.

The MCA Threshold Program will be a high-profile and intense activity. Success will be measured within a limited duration of 24 months.

Presently, the Rwanda MCA Threshold Program is under review by the MCC. This position is contingent upon approval of the program as proposed by the government of Rwanda.

In 2006, Rwanda was named a Millennium Challenge Corporation (MCC) Threshold country. Activities managed by the incumbent will include Threshold activities developed by the Government of Rwanda (GOR), accepted by the MCC and administered by USAID. The candidate selected under this Scope of Work will fill a position based in Kigali with periodic travel to other parts of Rwanda.

II. BACKGROUND

Rwanda's nine-year political transition period ended in 2003 with the adoption of a new constitution in May, the election of President Paul Kagame for a seven-year term in June, and the election of a bi-cameral legislature including a senate and a Chamber of Deputies in September. Important GOR initiatives that have been developed and expanded since then include decentralization; judicial reform; Gacaca; the development of a new Economic Development and Poverty Reduction Strategy (EDPRS) – a roadmap for national poverty reduction; and privatization. These initiatives represent a new democratic beginning for Rwanda. The long-term goal of a democratic Rwanda is a transformational process that will culminate in an independent judiciary, a decentralized system of governance, and reduced poverty. However, systems are fragile and the initiatives undertaken will take years to achieve. Most political institutions such as elected local government district councils are still in the early stages of development.

Citizen participation: Because of Rwanda's complex history and culture, a political system has evolved that is still weak in terms of voluntary public participation. Under pre-genocide rule, all Rwandan citizens of voting age were required to vote, even if there was only one candidate for whom to cast a ballot. Citizens in Rwanda have inherited this tradition of forced engagement with the State. As a result, the public has little influence over or understanding of how government policy is developed at the national level or implemented at the local level. While the current government has made considerable strides in its decentralization efforts and in its interaction with civil society, it exerts considerable pressure for conformity of ideas and expression in its effort to create national unity and avoid a return to division and violence. Politicians, civil society activists, the media, and others are generally expected to stay within controlled bounds of discourse. Although the state allows discussion of ideas in a variety of fora, the topics of debate are bounded by authorities, and participants often feel constrained to respond within established ideological parameters. Public discussions, thus, can serve more as opportunities for mobilization than as occasions for free and open exchange of ideas.

A USAID-sponsored Rwanda Democracy and Governance Assessment, carried out in 2002-3, listed the following eight factors as the most critical constraints on Rwanda's full

realization of participatory governance. These factors include: 1) the continued centralization of political decision-making and administrative and financial powers; 2) the tendency to limit discourse and the expression of competing ideas; 3) the general lack of civic knowledge and voluntary political participation; 4) the weakness of civil society organizations at all administrative levels; 5) the weakness of government systems to manage and deliver services; 6) the inability of the government and civil society organizations to effectively forge partnerships at the national or local levels; 7) a general lack of confidence in the judicial sector to render justice; and 8) a perception that the culture of impunity has not been completely eradicated since Rwanda's 1994 civil war and genocide. Many of these factors remain true today, particularly the first six. On the other hand, the GOR has demonstrated interest in and made very significant progress on remedying many of these factors.

For example, the GOR has undertaken a massive decentralization program that has reshaped the country's administrative boundaries. Mechanisms and structures at the district level and below have been set up to obtain citizen input and inform citizens of what government is planning. Service delivery has become a key focus of the government's efforts at the local level. In addition, the GOR has ambitious and far-reaching plans for the country, which include shifting Rwanda from a subsistence-based farming economy to a "knowledge-based" economy that is a locus of information and communications technology and science for the region. This plan, outlined in Rwanda's Vision 2020 and Economic Development and Poverty Reduction Strategy, touches on virtually every aspect of the country's development.

As a result of these efforts, in 2007, the Millennium Challenge Corporation Ruling Justly indicators for Rwanda changed dramatically, from passing the median score (compared to other Low Income Countries) only on corruption, to passing also on Rule of Law and Government Effectiveness. Rwanda was also singled out as the "Most Improved" country in governance in the past five years by the Mo Ibrahim Foundation.

The incumbent in this position will assist the USAID/Rwanda Mission, in close coordination with the Government of Rwanda, to design activities and initiate procurements to implement Rwanda's MCC Threshold Country Plan, once approved. The TCP will address indicators in which Rwanda did not reach the median in the "Ruling Justly" category: Civil Liberties, Political Rights, and Voice and Accountability. The Threshold plan will provide funding and an exciting venue for dealing with many of the above mentioned shortcomings. For more on the MCC Threshold Program please see: <http://www.mcc.gov/programs/threshold.php>

III. STATEMENT OF WORK:

Under the direct supervision of the Democracy and Governance Team Leader, the Senior Democracy Advisor will be responsible for developing, managing and overseeing Millennium Challenge Corporation (MCC) Threshold Country Plan (TCP) programming pertaining to democracy development, including elections, media, civil society, justice sector strengthening, decentralization, and citizen participation. The advisor will serve as

a member of the Mission's Democracy and Governance strategic objective team and will work closely with the DG team, the US Embassy, and Government of Rwanda (GOR) interlocutors in the development, contracting, managing, oversight, and evaluation of Rwanda's MCC Threshold Country Plan.

The Advisor will serve as one of the Mission's technical resources on democratization, strengthening of key government institutions, sub-national governance, civil society and human rights, and as a point of contact on matters relating to programming in these areas. The Advisor will also liaise with other USG agencies and international organizations and foreign donors that provide assistance for democracy development to ensure that Rwanda's MCC TCP democracy activities are fully coordinated with other actors active in these areas.

A. Specific Duties and Responsibilities:

The incumbent will be responsible for the following:

1. Program Management

- Develop and prepare program proposals as outlined in Rwanda's TCP, and make program adjustments in coordination with the GOR, MCC, and others as necessary, amending program documentation accordingly.
- Manage democracy and governance activities within the TCP portfolio, including: determining work priorities in consultation with the DG Team Leader; making decisions on activity implementation; identifying and resolving program issues; assuring that all activities are carried out in a technically-sound and cost-effective manner; and assuring activities are carried out in accordance with all applicable Mission and Agency directives and requirements.
- Provide technical inputs about programs for which s/he has cognizant technical officer (CTO, i.e., contracts and/or grants management) responsibilities to the DG Team Leader and Program Office in order to prepare for and complete USAID's annual report, semi-annual portfolio reviews, annual budget requests, and other briefings as required by the Government of Rwanda, MCC, Congress, Department of State, USAID/Washington, US Embassy, and USAID/Rwanda.
- Plan, implement, participate in, comment upon, or prepare Mission views on evaluations, assessments or audits of TCP activities.
- Organize technical evaluation committees and participate in the evaluation of TCP contract and grant proposals. Analyze budgets and assess the appropriateness of various modalities of assistance. Advise on program justifications and documentation requirements.
- Provide technical advice and recommendations to the DG Team and implementing partners regarding program design and implementation so as to maximize the impact on good governance and democracy in Rwanda.
- Assist in determining the additional analyses, assessments, or reviews that are required to develop Mission activities in the area of good governance and democracy development, designing and overseeing the implementation of such analyses or assessments, and follow up as necessary.

2. Coordination, Technical Advice and Policy Dialogue

- Participate in, coordinate or manage USAID inputs into democracy sector assessments conducted in conjunction with other USG agencies, international organizations, or other donors.
- Maintain close contact, providing technical advice, and engaging in policy dialogue with high ranking Government of Rwanda officials, staff and senior representatives of international organizations and missions, NGOs, civil society, media, political parties, and foreign donors active in the democracy sector, USAID assistance providers, and other U.S. Government agencies involved in the promotion of good governance and democracy.

3. General Management

- Continuously gathering information about and keeping current on development in the democracy area in Rwanda and reporting such developments as required to the DG Team and Team Leader.
- Mentor and coach a foreign-service national (FSN) Democracy and Governance staff, who will partner in carrying out the tasks described above.
- Carry out other tasks related to USAID/Rwanda's democracy sector programming as assigned by the DG Team Leader or his/her designee.

The Advisor will handle all assigned work either independently or as part of teams according to established Mission policies, practices and programmatic guidance, and in accordance with all applicable USAID regulations and guidance. The Advisor is expected to make independent judgments while working as part of the Democracy and Governance Team. As a highly qualified professional, substantial reliance is placed on the employee to independently plan and carry out the specific activities required for fulfilling the major duties and responsibilities of this position.

B. Period of Performance

The Personal Services Contract will be for (24) months, with possible extensions. Extensions will be contingent on the need of continued services, satisfactory performance and availability of funds.

IV. QUALIFICATIONS / SELECTION CRITERIA:

Education 15%

At least a Master of Science/Arts or equivalent level in Political Science, International Relations or related field; a J.D., MBA, MPA, or MA in related field is desirable.

Experience 35%

- A minimum of seven years of progressively responsible experience in the following illustrative areas: administration of justice, local governance strengthening, civil society development, elections, and legislative strengthening;

- Experience with other international donors managing democracy and governance programs in transition countries
- Three or more years of overseas experience in a developing nation;
- Experience in managing complicated, politically sensitive programs;
- Experience in successfully mentoring and coaching others;
- Proven organizational and administrative skills.

Knowledge 15%

- A comprehensive knowledge of democracy and governance programming;
- Knowledge of the sub-Saharan Africa, preferably East and/or Central Africa cultural/work environment.

Skills and Abilities 20%

- Sound and independent judgment, with the skills necessary to strategize, develop, and effectively implement activities in a fast-paced, often high-pressure environment;
- The ability to juggle and prioritize multiple tasks and objectives;
- Effective program/project management skills;
- The ability to work as part of a team and to maintain cordial and professional relationships within USAID and with host government officials, NGOs, and contractor personnel;
- Excellent interpersonal skills and a genuine passion for development;
- A high degree of professionalism, discretion, and sound judgment in representing the USG;
- Knowledge of Microsoft Word, Excel, Outlook, and other software necessary for completing the required responsibilities;
- The ability to prepare required reports and other documents in proper format and language.

Language Proficiency 15%

- Excellent oral and written English communication skills;
- Ability to speak and read French.

V. TERMS OF APPOINTMENT

Subject to the availability of funds, this will be a two-year contract, with an option to extend, depending upon continuing need of the services.

The position has been classified at a US Government GS-13level. The actual salary of the successful candidate will be negotiated within that range depending on qualifications and previous earnings history.

VI. LOGISTICAL ARRANGEMENTS

USAID/Rwanda shall provide office space, and telephone/fax/e-mail (for communication with USAID officials and others in support of program objectives) as well as travel, lodging, and transportation for official purposes.

VII. SECURITY AND MEDICAL CLEARANCES

The position is open to U.S. Citizens ONLY. The selected applicant must be able to obtain a Secret Security Clearance and appropriate Medical Clearance from STATE/MED. The selected applicant must obtain these clearances prior to departure for post. All accompanying dependents must also obtain Medical Clearances prior to departure for post.

VIII. LIST OF REQUIRED FORMS FOR US PSCs (SAME FOR TCNs)

Forms outlined below can found at
http://www.usaid.gov/procurement_bus_opp/procurement/forms/

1. Standard Form 171 or Optional Form 612.
2. Contractor Physical Examination ((DS 1843 and DS 1622). **
3. Questionnaire for Sensitive Positions (for National Security) (SF-86), or **
4. Questionnaire for Non-Sensitive Positions (SF-85). **
5. Finger Print Card (FD-258). **

** Forms 2 through 5 shall be completed only upon the advice of the Contracting Officer that an applicant is the successful candidate for the job.

- **Form 2.** Contractor Physical Examination (DS 1843 and DS 1622). Upon notification of eligibility as USPSC you will have two (2) weeks to submit your completed Medical Forms in accordance with the instructions in Attachment A of subject forms.

NOTE: (DS 1843 and DS 1622) M/MED is committed to processing all USPSC medical clearances within 30 days of receipt, except when additional medical testing is required.

Policy Guidance Pertaining to PSCs (SAME FOR TCNs)

Contract Information Bulletins (CIBs) and Acquisition and Assistance Policy Documents (AAPDs) contain changes to USAID policy and General Provisions in USAID regulations and contracts. Please refer to this website:

http://www.usaid.gov/procurement_bus_opp/procurement/psc_solicit/
to determine which CIBs/AAPDs apply to this contract.

Additionally, Appendix D of the USAID Acquisition Regulations (AIDAR) also applies to PSCs. Appendix D can be found at:
<http://www.usaid.gov/policy/ads/300/aidar.pdf>

Benefits/Allowances:

As a matter of policy, and as appropriate, a USPSC recruited off-shore is normally authorized the following benefits and allowances:

1. BENEFITS:

Employee's FICA Contribution
Contribution toward Health & Life Insurance
Pay Comparability Adjustment
Annual Increase
Eligibility for Worker's Compensation
Annual & Sick Leave
Access to Embassy medical facilities, commissary and pouch mail service
Shipment and Storage of Household Effects
Shipment of POV (Privately Owned Vehicle)

2. ALLOWANCES (if applicable, as found in the Standardized Regulations (Government Civilian Foreign Areas):

Temporary Lodging Allowance (Section 120)
Living Quarters Allowance (Section 130)
Post Allowance (Section 220)
Supplemental Post Allowance (Section 230)
Separate Maintenance Allowance (Section 260)
Educational Allowance (Section 270)
Educational Travel (Section 280)
Post Differential (Chapter 500)
Payments during Evacuation/Authorized Departure (Section 600) and
Danger Pay (Section 650)

FEDERAL TAXES:

USPSCs are not exempt from payment of Federal Income taxes.

IX. APPLYING:

Qualified individuals are requested to submit a U.S. Government Standard Form 171 or Optional Form 612 (available at the USAID website, http://www.usaid.gov/procurement_bus_opp/procurement/forms or internet <http://fillform.gsa.gov>, or at Federal offices) and a resume containing the following information:

1. Personal Information: Full name, mailing address (with zip code), email address, day and evening phone numbers, social security number, country of citizenship, highest federal civilian grade held (also give job series and dates held).
2. Education: Colleges and universities, name, city and state, majors, type and year of any degrees received (if no degree, show total credits earned and indicate whether semester or quarter hours).
3. Work Experience: Provide the following information for your paid and non-paid work experience related to the job for which you are applying (do not send job descriptions); job title (include series and grade if Federal job), duties, and accomplishments, employer's name and address, supervisor's name and phone number, starting and ending dates (month and year), hours per week, salary. Indicate if we may contact your current supervisor.
4. References: Applicants are required to provide three professional references with complete contact information including email address and telephone numbers.
5. Statement of Availability: A written statement certifying the date and length of time for which the candidate is available for the position.
6. Applications may be submitted by e-mail, fax, DHL or FedEx air courier by the closing time and date to:

Hadiza Linganwa, Executive Officer
USAID/Rwanda
Avenue de la Gendarmerie
P.O. Box 2848 Kacyiru
Kigali, Rwanda

TELEPHONE NUMBER: 250 596800

FAX NUMBER: 250 596442

E-MAIL ADDRESS: hlinganwa@usaid.gov (Hadiza Linganwa), with copies to cmunyakazi@usaid.gov (Colette Munyakazi).

7. To ensure consideration of applications for the intended position, please reference the solicitation number on your application and as the subject line in any cover letter.
8. Applications received after the date and time shall be considered late and shall not be considered for award. We suggest you confirm with the Executive Office that all documents submitted were received prior to closing date and time of this notice. Equipment failures at USAID or by the applicant's network are not acceptable reasons for late submission as applicants have the option of sending hard copy via courier.